

Freedom of Information
Act Sections 15 and 16
Reference Manual

Guide to IDA Ireland's
Legislation, Structure,
Functions, Rules, Practices,
Procedures and Records.
November 2006



IDA Ireland, Wilton Park House, Wilton Place, Dublin 2, Ireland.
Tel: + 353 1 603 4000 - Fax: + 353 1 603 4040 - Email address: idaireland@ida.ie
Web: www.idaireland.com

CONTENTS

	Page
1. FREEDOM OF INFORMATION	2
2. INTRODUCTION TO IDA IRELAND	9
3. IDA LEGISLATION, FUNCTIONS, RULES, PROCEDURES & PRACTICES	15
4. OPERATIONS DIVISIONS OF IDA IRELAND	
5. MARKETING & PERSONNEL AND ORGANISATIONAL DEVELOPMENT DIVISION	24
6. MARKETING DIVISION	29
7. CORPORATE SERVICES DIVISION	31
COMMUNICATIONS SECRETARIAT, LEGAL, INFORMATION MANAGEMENT AND IT ACCOUNTS AND GRANT PAYMENTS	
8. REGIONAL AND ECOSYSTEM DIVISION	39
9. APPENDICES	47
APPENDIX I. IDA IRELAND CLIENT CHARTER	
APPENDIX II. INDUSTRIAL DEVELOPMENT (SERVICES INDUSTRIES) ORDER 2003	
APPENDIX III. CLIENT GUIDE TO THE SUBMISSION OF A BUSINESS PROPOSAL	
APPENDIX IV. IDA IRELAND REGIONAL OFFICES	
APPENDIX V. IDA IRELAND OVERSEAS OFFICES	
APPENDIX VI. REQUEST FOR ACCESS TO RECORDS UNDER THE FREEDOM OF INFORMATION ACTS 1997 AND 2003	

1. FREEDOM OF INFORMATION

Introduction

IDA Ireland came under the provisions of the Freedom of Information (FOI) Act 1997 on 21 January, 2001. The Act established three new statutory rights –

- A legal right for each person to access information held by public bodies;
- A legal right for each person to have official information relating to himself/herself amended where it is incomplete, incorrect or misleading;
- A legal right to obtain reasons for decisions affecting oneself.

The Act asserts the right of members of the public to obtain access to official information to the greatest extent possible consistent with the public interest and the right to privacy of individuals.

This reference manual has been prepared and published in accordance with the requirements of Sections 15 and 16 of the Act. Its purpose is to facilitate access to official information held by IDA by outlining the Agency's structure and functions, the services it provides and how it applies them, the classes of records held and guidelines on how to make a request for information under the Freedom of Information Act, 1997 and 2003.

Routinely Available Information

- IDA Ireland currently routinely makes information available to the public on its functions, activities, schemes, and achievements, together with financial information in relation to grant-aid and the cost of running the organisation.
- Copies of the following publications are available free of charge and can be obtained at IDA's Head Office or through any of its regional and overseas offices -
- IDA Annual Report
- Business Ireland magazine
- Freedom of Information Act,
- Section 15 and 16 publication.
- General information is also available on IDA's website:

<http://www.idaireland.com>

IDA also produces promotional literature to support its marketing programme to attract foreign investment into Ireland, which is available on request.

This type of information will continue to be available informally without the need to use the FOI Act.

The FOI Act allows public access to information held by IDA, which is not routinely available through other sources. Access to information under the Act is subject to certain exemptions and involves specific procedures and time limits.

How to Obtain Information under the FOI Act

The following information/records come within the scope of the FOI Act:

Records containing personal data:

You have a right to see all records containing personal information relating to yourself held by IDA, irrespective of when created.

Records containing personnel data.

Personnel records will be available to staff.

Other Records.

Subject to a limited number of exceptions, all other records created in IDA **after 21 April 1998** are available on request.

However, where records created after 21 April 1998 cannot be understood without access to records created before this date, then there is a right of access to the earlier records.

It is important to note that the FOI Act contains specific provisions that are designed to allow a public body to protect sensitive information. These are the exemption provisions. Should IDA with-hold information requested under the Act, the specific exemption clause invoked will be clearly explained.

Applications under the FOI Act -

All applications under the FOI Act for

- access to records held by IDA;
- correction of personal information;
- access to reasons for decisions made by IDA directly affecting the applicant, should be addressed to:

**Freedom of Information Executive,
IDA Ireland,
Wilton Place,
Dublin 2.
Phone: 01 603 4000
Fax: 01 603 4040
E-mail: foiunit@ida.ie**

How to Apply for Information

In order for a request for information/ records to comply with the requirements of the FOI Act and to enable the request to be dealt with as efficiently as possible:

- (a) Your application should be in writing. (A sample application form and guidelines are attached at Appendix VI).
- (b) Your application should also indicate that the information is sought under the Freedom of Information Act.
- (c) You should indicate if information is required in a particular form, e.g. photocopy, computer disk, etc.
- (d) You must include the appropriate application fee, where relevant. See page 6 of this document for details of application fees. Payment should be made by way of bank draft, money order, postal order or personal cheque made payable to IDA Ireland. There is no application fee for a request relating to personal information.
- (e) You should give as much detail as possible to enable IDA staff to identify the record. If you have difficulty in identifying the precise records that you require, the staff will be happy to assist you in preparing your request.
- (f) You may be required to prove your identity, especially when requesting personal information so you may, therefore, be asked to produce your Passport, Driving Licence, Birth Certificate, etc.
- (g) You should provide full contact details including phone number and e-mail (where available) so that you can be contacted if it is necessary to clarify details of your request.
- (h) If your request is for an amendment to personal information under Section 17 of the Act, please be aware that you may be required to produce relevant evidence/ justification as appropriate.

Please note that you do not have to give any reason for requesting access to records, nor does any person have the right to demand such reasons.

The FOI Unit is available to provide assistance to persons with a disability to exercise their rights under the FOI Act (e.g. accepting oral requests from requesters who are unable to read, print and/or write due to their disability, enabling the requester to inspect or have records explained to him or her).

IDA is obliged to acknowledge receipt of your request within 2 weeks and to respond to your request within 4 weeks of receipt of your request by IDA. However, it may be necessary to extend this period for up to 4 weeks if:

- (a) Your request relates to a very large number of records, or a large number of requests for the same record(s) have been made;
- (b) If the request relates to third party information that has been supplied to IDA, there are provisions for formal consultation with these third parties before releasing sensitive information relating to, or supplied by, them.

If the period is to be extended, you will receive notice of this before the end of the initial 4-week period and the reasons for the delay will be explained.

If IDA considers that your request should have been sent to another public body, the request shall be forwarded to that body without delay and you shall be notified that this has happened. Your application fee (if relevant) will be refunded and you will be requested to forward an application fee to that body. Your request will then be handled by that body as a new request (once they receive the application fee) and will follow the timescales for reply as outlined above.

If IDA hold some, but not all, of the records you have requested then you will be informed of this as soon as possible and IDA will endeavour to supply the name(s) and contact details of the public bodies from whom you should request those records not held by IDA.

Rights of Review and Appeal

The Act sets out a series of exemptions to protect sensitive information where its disclosure may damage key interests of the State or third parties. Where IDA invokes these provisions to withhold information, the decision may be appealed. Decisions in relation to deferral of access, charges, forms of access, etc. may also be the subject of appeal. Details of the appeals mechanisms are as follows:

Internal Review

You may seek an internal review of the initial decision if:

(a) you are dissatisfied with the initial response received, e.g. refusal of information, form of access, charges.

or

(b) you have not received a reply within 4 weeks of your initial application. This is deemed to be a refusal of your request and allows you to proceed to internal review.

(c) An official of a higher grade than the official whose decision is being appealed will carry out the internal review. A request for a review must be submitted within 4 weeks of the official decision. IDA must complete the review within 3 weeks. You will be notified in writing of the outcome. Normally an internal review must be completed before an appeal may be made to the Information Commissioner. Requests for internal review should be submitted in writing to –

**Freedom of Information Executive,
IDA Ireland,
Wilton Park House,
Wilton Place, Dublin 2.**

Review by the Information Commissioner

If still dissatisfied following completion of internal review, you may seek an independent review of the decision from the Information Commissioner.

Also if you have not received a reply to your application for internal review within 3 weeks, this is deemed to be a refusal and you may appeal the matter to the Commissioner. Appeals in writing may be made directly to -



Fees

Section 47 of the FOI Act provides that fees shall be charged as follows:

Application Fee

In accordance with Statutory Instrument no. 264 of 2003, from 7 July 2003, subject to a number of exceptions listed below, IDA Ireland are obliged to charge an up-front fee for all requests for information and applications for internal and external appeal under the FOI Act.

This fee is reduced if:

- (a) the person making the request or application is, or is a dependant of, a medical card holder;
- (b) the person is specified under Section 29(2) i.e. is a third party with a right to apply directly to the Information Commissioner where a public body decides to release their information on public interest grounds.

The fees are as follows (reduced rates are in brackets):

Initial requests for information

€15 (€10)

Application for internal review of a decision

€75 (€25)

Application for independent review by the Information Commissioner

€150 (€75)

Exceptions to Application Fee

Application fees do not apply to an appeal of a decision in relation to:

- A request under section 7 for records containing only personal information relating to the requester (including a request made pursuant to section 28(b) by a parent or guardian on behalf of a minor or disabled person or the next-of-kin or personal representative of a deceased person)
- An application under section 17 for amendment of records relating to personal information
- An application under Section 18 for information regarding the acts of public bodies that affect the applicant.
- An application in relation to a decision to charge a fee or deposit, or in relation to the amount of that fee or deposit.
- An application to the Information Commissioner in relation to a decision to charge a fee or deposit exceeding €25 in respect of search and retrieval and photocopying of records.
- An application to the Information Commissioner in relation to a decision to charge an application fee, or an application fee of a particular amount, on the grounds that the records concerned do not contain only personal information related to the requester or the request is not, and is not a dependant of, a medical card holder.

Fees for Processing Request

In addition to the application fee, there may be a fee for processing the request.

In respect of personal records, these fees shall be charged only in respect of the cost of copying the records actually released. Where a significant number of personal records are involved, the cost of efficiently locating and retrieving such records will be charged.

In respect of other (non-personal) information, processing fees shall be charged equal to the estimated cost of efficiently locating, retrieving and photocopying the records released. No charges may apply in respect of the time spent by public bodies in considering requests.

The level of fees is currently set, in accordance with Statutory Instrument No 139 of 1998 as amended by No. 522 of 1998, as follows: -

- **€20.95** per hour - search and retrieval
- **€0.04** per sheet for a photocopy
- **€0.51** for a 3 and half-inch computer diskette
- **€10.16** for a CD-ROM

A deposit may be payable where the total fee is likely to exceed €50.80. In these circumstances, the IDA must, if requested, assist the member of the public to amend the request so as to reduce or eliminate the amount of the deposit.

Waiver of Fees

Fees may be waived in the following circumstances:

- Where the administrative and related costs involved in collecting a fee are likely to exceed the fee itself (i.e. up to €6.35) no fee should be charged.
- Where the information would be of particular assistance to the understanding of an issue of national importance, or
- In the case of personal information, where such charges would not be reasonable having regard to the means of the requester.

2. INTRODUCTION TO IDA IRELAND

IDA Ireland is a state-sponsored agency funded primarily through Government grant-in-aid. It reports to the Minister for Enterprise, Trade & Employment and operates under the terms of the Industrial Development Acts 1986 to 2003.

Broadly, IDA's objective is to contribute to Ireland's economic development through the promotion of inward investment in the economy. Specifically, it works to develop the strong base of over 1,000 overseas companies already located in Ireland and also to attract new investment.

IDA Ireland, in its current structure, was established in 1994. Its predecessor, the Industrial Development Authority, was responsible for developing Irish-owned industry as well as attracting inward investment. Following a restructuring in 1994, Forfás, the policy advisory and co-ordination board for enterprise, trade and science and technology in Ireland, became the body in which the State's legal powers for industrial promotion and the development of trade and technology are vested. Through Forfás, powers are assigned to Enterprise Ireland for the development of indigenous industry and to IDA Ireland for the promotion of inward investment.

IDA's Mission Statement

"We will win for Ireland, its people and its regions, the best in international innovation and investment so as to contribute to the continued transformation of Ireland to a world-leading society which is rich in creativity, learning and personal and social well-being.

We will work in partnerships with other organisations to enhance the best of Irish capabilities and talents and match them to the best of global investment.

We will carry out our mission with integrity, professional excellence and responsiveness to all with whom we come in contact."

Ireland's inward investment programme is a major driving force behind the growth of the Irish economy. It accounts for 35% of GDP, over 85% of manufactured exports, has a significant annual expenditure on Irish wages and salaries, raw materials, components and services and is a major contributor to the Irish Exchequer through corporation tax.

Despite intensifying international competition Ireland continues to win a disproportionate share of Foreign Direct Investment (FDI) into Europe. Independent reviews confirm that Ireland's market share of new US greenfield manufacturing projects locating in Europe is consistently strong relative to its share of the EU population and GDP. The US is the most significant source of new inward investment.

IDA works closely with various Government departments, local authorities and other organisations, public and private, to ensure that the skills, the infrastructure and the initiatives necessary for maintaining Ireland's competitiveness are in place.

IDA operates in a business environment that demands rapid decision-making and the minimum of bureaucracy. The Agency's client companies, typically multinational market leaders, need to react quickly to technological advances and the challenges of globalisation. When they submit an investment proposal to IDA they expect and get a quick response.

IDA is a full-service national development agency, a so-called 'one-stop shop'. It deals with all aspects of inward investment – the planning, promoting, marketing, negotiating and processing of investment proposals, provision of financial incentives, property solutions, helping new investors get started and working with them to maximise their contribution to the Irish economy. IDA places great emphasis on fostering good, mutually beneficial relationships with its client companies.

Over half the new projects in manufacturing and international services currently negotiated by IDA each year come from the existing base of overseas companies in Ireland. A key priority is to raise the quality and sustainability of these companies, to enhance their strategic value and to bed them more securely in the Irish economy. IDA works closely with the local affiliates of global companies to help them boost their importance within their own organisations. This process of moving companies up the value chain from being basic subsidiary producers to being important contributors within their parent corporations is well established and successful. IDA encourages and supports initiatives by local management all the way to the parent boardroom.

It is also a priority is to achieve a more balanced spread of business development throughout Ireland and specifically in the Border, Midlands and Western counties – the Objective One region. Some time ago, IDA was comprehensively restructured on a regional basis to equip it to meet the challenge of these objectives.

With the national unemployment rate below 5% IDA's focus is not just on job creation, but also on quality - of projects, of jobs, of investors. In addition, IDA ensures that its support of FDI will continue to provide best value for money for Government and the taxpayer.

IDA uses a sophisticated model to conduct a rigorous benefit/cost analysis of each project proposal recommended, and approved, for financial assistance. The recommended level of support is based, amongst other factors, on the results of the analysis and is generally well below the limits set by IDA legislation and by the EU Commission. Cost per job, quality of jobs and of the project itself, are the main criteria. While the IDA Board makes decisions on investment proposals, in larger scale projects it may also be required that government or EU approval be sought for the levels of financial support made available to the company.

Contact

All contacts in our Head and Regional offices may be e-mailed using the address format:

firstname.lastname@ida.ie

Please see [Appendix IV](#) for additional contact details.

ORGANISATIONAL STRUCTURE OF IDA IRELAND

The Board

The Minister for Enterprise, Trade & Employment appoints Board Members. An up-to-date listing of IDA Board members and members of Board Committees can be found in the most recent Annual Report.

Corporate Governance

IDA is committed to the highest standard of corporate governance. The Agency complies with the “Code of Practice for Governance of State Bodies” which were drawn up by the Department of Finance in 2001.

In accordance with these guidelines Board members are not circulated with documents where a conflict of interest is known to exist and absent themselves from discussions or decisions on matters where a conflict arises.

IDA Board members, and certain members of staff, are required to furnish a Statement of Interest to the Public Offices Commission and to the Secretary in accordance with the Ethics in Public Office Act, 1995.

Confidentiality

IDA is committed to maximum public disclosure of its structures, activities, policies, etc. However, in order to continue to conduct its business it is essential for IDA to continue to ensure that it will treat confidentially commercially sensitive information supplied by investing companies.

Confidentiality may also extend to data such as details of target companies, names of companies with which IDA is negotiating, levels of IDA assistance for new projects, and some internal sectoral and territorial targets that could benefit IDA competitors for mobile investment.

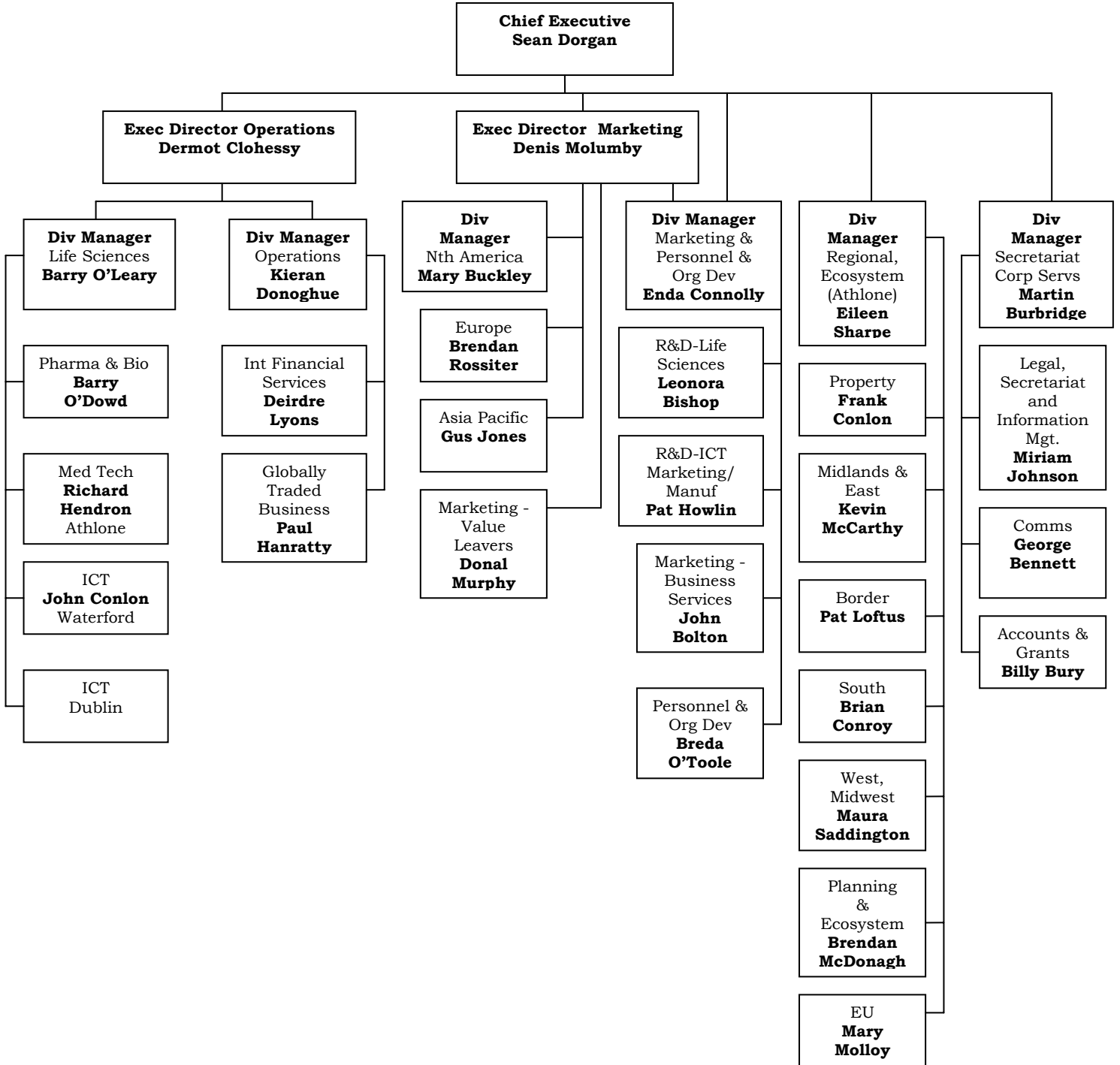
Client Charter

IDA operates in accordance with a set of principles set out in its Client Charter (Appendix I). These principles of operation apply to IDA’s dealings with companies and other bodies and individual members of the public.

Organisational Structure of IDA Ireland

Minister for Enterprise, Trade and Employment
Department of Enterprise, Trade and Employment
IDA Ireland
Board (Appointed by Minister) & Committees
Chairman Non-executive/appointed by Minister
Chief Executive
Executive Committee

MANAGEMENT STRUCTURE



3. IDA LEGISLATION, FUNCTIONS, RULES, PROCEDURES & PRACTICES (Section 16 information)

Introduction

This section sets out in more detail the legislation under which IDA operates, together with the general rules, procedures and practices applied by IDA in providing its services.

IDA was established in 1994 to focus on bringing new overseas business to Ireland and to promote the expansion of the existing base of overseas companies.

Many of its powers derive from legislation which governed the former Industrial Development Authority, which was abolished on 1st January 1994, and are assigned to IDA by Forfás under Section 9 of the Industrial Development Act 1993.

IDA operates under the provisions of the following Acts -

- Industrial Development Act, 1986
- Industrial Development Amendment Act, 1991
- Industrial Development Act, 1993
- Industrial Development Act, 1995
- Industrial Development (Enterprise Ireland) Act, 1998
- Industrial Development (Science Foundation Ireland) Act, 2003

IDA activities are also governed by other national and EU laws.

The principal functions of IDA as described in the 1993 Act are –

- to promote the establishment and development, in the State, of industrial undertakings from outside the State,
- to make investments in and provide supports to industrial undertakings which comply with the requirements of the enactments for the time being in force,
- to administer such schemes, grants and other financial facilities requiring the disbursement of European Community Funds as may from time to time be authorised by the Minister with the concurrence of the Minister for Finance.

IDA's client base is comprised of companies whose strategic control is outside Ireland (except for food companies using Irish raw materials) and which -

- make products for sale primarily on world markets; or
- make products of an advanced technological nature for supply to internationally trading or skilled sub-supply firms within the State; or
- make products for sectors of the Irish market which are subject to international competition; or

- are service industries as specified by the Minister. (The sectors which have been designated as service industries by the Minister are set out in the Industrial Development (Service Industries) Order 2003, Statutory Instrument No. 458/03 – (See Appendix II).

Decisions under the legislation governing IDA are made by the relevant Board or Committee or member of staff by the application of the legislation to the circumstances of the particular case and not by reference to ‘precedent’ decisions made in other cases. Accordingly, IDA does not keep an index of precedents.

Financial Incentives

Forms of financial incentives that IDA may provide are:

Capital Grants:

Grants towards the capital costs of site development, buildings, new machinery and equipment. (Section 21 of the 1986 Act).

Employment Grants:

Payable for the creation of jobs. (Section 25 of the 1986 Act as amended by Section 12(2) of the 1993 Act and Section 29 of the 2003 Act).

Training Grants:

Payable for the training of employees. (Section 28 of the 1986 Act).

Research Grants:

Payable towards the costs incurred in undertaking research and development. (Section 29 of the 1986 Act as amended by Section 31 of the 2003 Act).

Administration of EU Funds

These are schemes available to IDA clients that are directly funded by the EU. At present the only scheme operating as such is :

Industry Research & Development Scheme (RTI):

The EU-funded Industry Research & Development Scheme (RTI) aims to address an identified need for demand-led research and development in industry by providing support to encourage product and process development initiatives.

Project Appraisal

The relevant project divisions of IDA (currently: International Financial Services; Pharmaceuticals & Biotechnology; Medical Technologies; Information and Communications Technologies and Globally Traded Business) assess applications for incentives. Every client is assigned a project executive who is the primary contact throughout the entire process of establishing in Ireland.

In order to be considered for incentives an undertaking must satisfy IDA that:-

- financial assistance is necessary to ensure the establishment or development of the undertaking;
- the investment proposed is commercially viable;
- it has an adequate equity base;
- it has prepared a suitable company development plan;
- it will provide new employment or maintain employment in the State that would not be maintained without such incentives and increase output and value added within the economy.

Provided a company can comply with the requirements set out above IDA will consider whether and to what extent facilities may be made available. While each type of grant has a maximum legislative limit the actual type and level of assistance depends on the particular characteristics of any proposed under-taking. In determining the appropriate type and level of incentives IDA will have regard to a number of factors including:

Quality of Promoter

Promoters should have an established trading record.

Regional Impact

IDA places a high emphasis on regional industrial development and businesses which intend to establish themselves outside of the main cities in Ireland.

Level and Quality of Employment

While undertakings must demonstrate potential to create employment, priority will be placed on undertakings involved in higher value activities with a requirement for higher skilled and better paying employment.

Integrated Business Entities

Undertakings which have additional functions such as purchasing autonomy or responsibility for project development and marketing, are likely to have long-term stability and increase value added within the economy.

Strategic Importance

IDA targets undertakings that are involved in new or emerging technologies.

Other factors such as the extent of competition from other countries may be taken into account in specific cases.

The Approval Process

A potential undertaking must submit an application to IDA for assistance. Except for R&D and Training Grants (application forms available on request) the application is not required to be in a specified format.

All applications should include detailed information on the Promoter's history, growth and performance (usually over a three year period), the nature of the proposed undertaking and its commercial logic together with financial projections (see "Guide to Submission of Business Proposals", Appendix III).

Following the application and provided the proposal satisfies IDA's requirements the IDA project executive assigned to assess the proposed undertaking may submit a recommendation regarding the eligibility of the project and the level of grant to the appropriate Board or Committee of IDA.

The Board of IDA, with the approval of the Minister, has delegated certain of its powers to approve incentives to the Investment Committee of the Board and to the Management Investment Committee. Depending on the total level of incentives a package may be approved by one of these committees or the Board of IDA. If the total level of proposed incentives or the total of a particular proposed grant exceeds the limits laid down by IDA legislation the permission of the Government is required.

Grant Agreement & Grant Payment

Legal Agreement:

Where an incentive package is approved, a grant agreement is entered into between the IDA, the Irish legal entity and its parent company. While the contract, which governs the parameters under which assistance is given, will vary from case to case, certain provisions are contained in most grant agreements -

- an assurance from the Promoters that the development of the undertaking will be in accordance with the submitted proposals;
- the projected number and type of jobs to be created;
- the timing for the completion of different stages of the project;
- the finance required and the manner in which it is to be provided;
- a prohibition on change of control without IDA consent;
- a requirement that the grant be repaid by the Irish legal entity or its parent if the project fails to achieve employment targets or if there is a breach of the terms of the grant agreement.

Current policy is that grant liability extends for a period of five years from the last grant payment.

Payment of Grant:

Grants are paid following the relevant expenditure being made by the company.

When a claim for a grant payment is received it is assigned to an executive in the Grant Administration Department who will then liaise with the client throughout the entire processing of the claim to ensure that the grant is paid as quickly and efficiently as possible.

The claim is examined to ensure that it has been completed in full, is accompanied by an independent accountant's report on the expenditure and that the necessary documentation is included. In order to claim the grant the client must normally provide the following -

- evidence that the Irish legal entity has been properly incorporated and has the power to carry out the undertaking;
- evidence of title to premises;
- confirmation that the required funding is in place;
- planning permission;
- evidence of insurance;
- tax clearance certificate;
- evidence that all eligible assets have been paid for by the company or satisfactory evidence regarding employee numbers;
- audited accounts;

Where it is appropriate, an executive from the Grant Inspectorate arranges to inspect the assets of the company.

In the event of a breach of the grant agreement it is IDA's policy actively to pursue its rights under the agreement, including the taking of legal action in Irish and overseas courts.

Contact

All contacts in our Head and Regional offices may be e-mailed using the address format:

firstname.lastname@ida.ie

Please see [Appendix IV](#) for additional contact details.

4. OPERATIONS DIVISIONS OF IDA IRELAND

OPERATIONS DIVISIONS (GENERAL)

Structure of the Divisions

The five Operations Divisions form the hub of IDA's operations. They are structured on sectoral lines: each Division represents one of the key business sectors identified and targeted by IDA over the years as having the potential to deliver significant inward investment – Pharmaceuticals and Bio; Medical Technologies; Information and Communications Technologies; Globally Traded Business; International Financial Services.

These Divisions have broadly similar structures. They are responsible for new or greenfield investment and for expansions and new projects from companies already located in Ireland (the base of existing companies currently provides about half the new projects negotiated by IDA each year).

In addition to sectoral responsibilities each Divisional Manager has a special responsibility for an identified region to ensure the closest possible interaction between regions and operations divisions.

Executive Director Operations Dermot Clohessy
--

Life Sciences - Pharma & Bio

Barry O'Leary Divisional Manager
Barry O'Dowd Manager - Pharma & Bio
Bill Godwin Gerry Kenny Pat McGovern Michael Stapleton Barry Heavey

Life Sciences - Medical Technologies

Barry O'Leary Divisional Manager	
Richard Hendron Manager – Medical Technologies	
Enda Meehan	Turlough McCormack

Information & Communications Technology (ICT) Dublin & Waterford

Barry O’Leary Divisional Manager					
Waterford			Dublin		
John Conlon Manager					
Anne Marie Tierney	Donal Flavin	Bernard Smith	Barry Fannin	Andrew Vogelaar	Denis Curran

International Financial Services

Kieran Donoghue Divisional Manager			
Deirdre Lyons Manager			
Damien Hennelly	Kevin Hynes	Sean Langdon	Ken Kavanagh

Globally Traded Business

	Kieran Donoghue Divisional Manager	
	Paul Hanratty Manager (Based in Sligo)	
Dublin Kevin Carroll Joe O’Mahony Tony Gough Conor Simpson		Sligo Brian Bastable Ger Flaherty Ita Lynn

Role and Delivery of Service

The fundamental role of the operations Divisions is to encourage international corporations to invest in Ireland, to help develop the economy and give a balanced regional distribution of new jobs. They also work closely with the existing cadre of foreign subsidiaries to encourage and assist them to add higher-value activities to their Irish facilities (i.e. R&D, marketing, shared services, e-business), thereby enhancing their contribution to the Irish economy and their sustainability in a competitive global market.

The activities of the operations Divisions can be summarised as follows:

New Business Units:

- Identify sub-sectors, product areas and target companies with investment potential.
- Market Ireland’s competitive advantages to overseas high-tech companies (working with IDA’s overseas offices).

- Organise site visits: a project executive is assigned to a foreign-owned company when it applies for IDA grant assistance, or when it comes to Ireland on a site visit to examine locations, availability of workers, utilities and the operating environment.
- Analyse and negotiate: the project executive leads the negotiations with the investor for a package of IDA assistance, having analysed the promoter's business plan in detail.
- Prepare and submit proposals to Board/Committee: the project executive submits a document, based on the promoter's business plan, in standard format with a recommended level of assistance and associated conditions, to the relevant Board/Committee for consideration.
- Help first-time investors get established. This involves working with IDA's regional offices.

Existing Clients:

- Monitor progress of projects towards achieving agreed jobs and investment targets.
- Work with the managers of the Irish subsidiaries of multinationals to help them move up the value chain in their local operations and within their parent corporations.

Classes of Records Held

- Administration
- Existing companies
- Target/pipeline companies

Section 16 Compliance

Please refer to IDA's Legislation, Functions, Rules, Procedures, Practices, Section 3, Page 15.

5. MARKETING & PERSONNEL AND ORGANISATIONAL DEVELOPMENT

Executive Director Denis Molumby			
Divisional Manager Enda Connolly			
John Bolton Manager Business Services	Leonora Bishop Manager R&D-Life Sciences	Pat Howlin Manager Mkt-Manufacturing R&D-ICT	Breda O'Toole Manager Personnel & Organisational Development
Maeve McConnon Myles Duffy	Eamonn Sheehy Bronwyn Gallagher	Ciaran Gallagher Frank Davenport Jim Whelan	Paula Lee Ronna Doocey

Role and Delivery of Service

1. Business Services

The Business Services Department is responsible for developing and delivering value based selling propositions for clients in all areas of our business outside of manufacturing and R&D.

A value proposition is the proposal that IDA makes to a company in a specific product sector or to a company carrying out a specific activity (common to several product sectors), to persuade it to locate in Ireland.

A value proposition usually combines a number of value leavers: processes, capabilities, expertise and ecosystem into an offering that is tailored and packaged to best meet the requirements of companies in the targeted product sector activity.

2. R&D – Marketing

The R&D/Marketing Departments work with outside agencies and other divisions of IDA to enhance Ireland's research competencies, manufacturing capabilities and skills provision.

Staff encourage a wide variety of multi-national companies to expand their operations and pursue innovative new projects in Ireland. The Division also works to ensure Ireland's infrastructure can meet the needs of these companies and supports development by influencing national policy.

The Department also helps boost national research capabilities, encourages innovation, ensures skill needs are met and supports development in Ireland's manufacturing industries by assessing national and global trends and working closely with multi-national client companies.

Services provided by the Department are used by multi-national companies, Government departments, universities and colleges, as well as internally by the IDA's regional, project and overseas teams.

Classes of Records Held

The Classes of information held in the Department fall under the following headings:

- Universities/Colleges
- Education
- Research Centres
- Skills
- Physical Sciences
- Companies

3. Personnel & Organisational Development

- Personnel Division is responsible for the human resources function within IDA Ireland. The Division's role is to ensure that IDA Ireland deploys, manages and develops its staff in the most effective way to meet its objectives and targets.

Personnel's work covers recruitment and selection, staff planning, terms and conditions of employment, staff development and training, equality, performance management, industrial relations, overseas and regional staffing, salary administration, secondment and development opportunities.

The services provided by Personnel Division to the public are essentially those relating to recruitment.

Outline of IDA Ireland's Recruitment and Selection Policy:

The basic objective of IDA Ireland's recruitment and selection policies is the appointment of the most suitable person for a given post, based on the candidate's skills. A fundamental part of the process is to ensure that standards of fairness and equality are maintained.

IDA Ireland's policy is to seek to appoint from within the Agency in the first instance and to encourage staff development and training. Under agreed procedures, vacancies are normally advertised within IDA Ireland, Forfás and Enterprise Ireland. Where no suitable candidate is identified within the Agencies, the vacancy is filled by external recruitment.

As part of its standard policy, the Agency holds external applications / Curricula Vitae on file for consideration in relation to vacancies which are being filled externally for a period of two years. Applications by post should be sent to Holly Anderson, Personnel & Organisational Development, IDA Ireland, Wilton Park House, Wilton Place, Dublin 2 or by e-mail to holly.anderson@ida.ie

Section 16 Compliance

Please refer to IDA's Legislation, Functions, Rules, Procedures, Practices, Section 3
Page

6. **MARKETING DIVISION**

Structure of the Division

1. Overseas Territories

Executive Director			
Denis Molumby			

--	--	--	--

Structure of Territories – North America

Ian O’Hora New York Boston	Ciaran Morris Atlanta	Emmanuel Dowdall Chicago	Dermot Touhy California
---	---------------------------------	------------------------------------	-----------------------------------

Structure of Territories – Europe

Brendan Rossiter Director (Frankfurt- based)		
UK / Scandanvia / Finland	Germany / Italy / Switzerland	Benelux
Gerry Sharkey London based	Brendan Rossiter Frankfurt	Sean Denvir Amsterdam based

Structure of Territories – Asia-Pacific

Gus Jones Director China (Shanghai based)	Tommy Fanning Director (Tokyo - based)			
	Sydney, Australia Teresa Keating	Seoul, Korea	Taiwan Taipei	Japan Masaki Teraoka

Role and Delivery of Service

IDA maintains thirteen overseas offices. The addresses and telephone numbers of the offices are set out in Appendix 5.

The role of the executives based abroad is essentially a marketing one: to identify relevant sectors and target companies and to market to those companies the advantages of Ireland – and of specific regions within Ireland – as locations for multinational investors.

In their direct marketing operations the overseas offices liaise closely with the project divisions in Head Office. In summary, their activities include:

-
- Making presentations to senior executives in selected target companies.
- Marketing to ‘influencers’ such as banks, accountants, law firms and consultants.
- Attending/speaking at conferences, trade shows, industry associations’ functions.
- Helping to arrange, monitoring and following up site visits to Ireland by prospective investors.
- Helping to analyse and negotiate investment proposals.
- Devising promotional programmes; includes arranging visits to companies, speaking engagements, media interviews for VIPs from Ireland such as An Taoiseach and the Minister for Enterprise, Trade and Employment.
- Supervising general advertising and media relations programmes in consultation with Marketing Services Division.
- Identifying new business areas with investment potential.
- Monitoring the activities of competitors in the field.
- Liaising with the other state agencies with a presence overseas to ensure compatible marketing messages.

2. Value Leavers

Executive Director		
Denis Molumby		
Donal Murphy		
Manager		
Value Leavers		
Shane Nolan/Christine Kelly		
Company Development Initiatives	Business Process Innovations	Tax & Regulatory Environment
Product Innovation		

Role and Delivery of Service

The Value Levers Department is responsible for developing items that can be leveraged to create value for clients such as Ireland's processes, capabilities, expertise and ecosystem that combine to give a uniquely Irish business environment. Its strategy is to create and support business process innovation across the organisation and to develop and deliver new products to the market through innovation.

IDA's in-house Tax advisor operates within the Value Leavers Department of IDA.

The Tax advisor offers international advice internally to staff and externally to clients and other stakeholders.

Classes of Records Held

The Classes of information held in the Division fall under the following headings:

- Administration.
- Existing companies.

Section 16 Compliance

Please refer to IDA's Legislation, Functions, Rules, Procedures, Practices, Section 3 Page 15.

7. CORPORATE SERVICES DIVISION

1. COMMUNICATIONS

Structure of the Division

Martin Burbridge Secretary to the Board, Divisional Manager		
George Bennett Manager Communications Department		
Brendan Halpin Manager International Media, Press & Public Relations	Ruth Croke Manager Domestic Media, Press & Public Relations	Caitriona O’Kennedy Manager Marketing & Knowledge Services

Role and Delivery of Service

As a publicly funded organisation IDA Ireland has obligations, and requirements, to report on its activities and programmes and to promote public knowledge, understanding and acceptance of its role. IDA implements this through an extensive domestic and international media/PR programme, particularly to promote Ireland as a location of excellence for certain types of inward investment activity. IDA Press office also contributes to Government communications programmes.

Media and PR activity, both locally in Ireland and in international markets, are co-ordinated and managed through the Press and PR office. These include all announcements, public statements, media briefings and other PR programmes as required.

The department is also responsible for developing IDA’s knowledge management systems and the IDA website to ensure good quality, accurate and consistent information is available for internal and external clients and to maximize penetration of IDA’s “Ireland, knowledge is in our nature” marketing theme.

All public statements from IDA are recorded on the IDA Ireland website (www.idaireland.com).

Classes of Records Held

- Press releases/announcements.
- Publications, including public statements and speeches.
- Annual Report.
- ‘Business Ireland’ magazine.
- ‘Dublin Report’ magazine
- Staff Magazine.
- Regional and company files related to PR activity.

Section 16 Compliance

Please refer to IDA's Legislation, Functions, Rules, Procedures, Practices, Section 3 Page 15.

IDA's policy is to be as open as is feasible and the Press & PR office strives to communicate information that will be helpful to the enquirer, while preserving a client company's right to confidentiality and not compromising the Agency's operations, plans and targets.

The Press & PR office also responds to requirements of the Department of Enterprise, Trade & Employment in communications activities and operates to procedures set down by the Minister and the Department in relation to communications issues.

CORPORATE SERVICES DIVISION

2. SECRETARIAT, LEGAL, INFORMATION MANAGEMENT AND IT

Structure of the Division

Martin Burbridge Secretary to the Board, Divisional Manager					
Miriam Johnston Manager - Secretariat and Legal					
Farannan Tannam Secretariat, Government Liaison	Blaithín Moloney Legal	Brid Brady Solicitor	Michael Flood Information Management, Freedom of Information	Mike Brennan IT	Sheelagh Mulligan Internal Audit

Role and Delivery of Service

The Division's role is to provide accurate and comprehensive legal advice to the Agency; to respond quickly and fully to requests for information from Government departments and political representatives; to act as secretariat to the Board and a range of committees; to promote good corporate governance and ensure that IDA decisions are implemented efficiently; to conduct ongoing internal audits to monitor operational efficiency and value for money, to respond to the information management needs of IDA Ireland and other Government agencies and to provide a comprehensive information technology (IT) service to IDA Ireland.

Five discrete functions come under the aegis of the Division:

Office of the Secretary and Secretariat/Government Liaison

The work of this department can be classified under three headings:

- Secretariat and General Corporate Governance.
- Government Liaison.
- Facilities.

The department supports the following internal Boards and Committees:

- Board of IDA
- Investment Committee of the Board
- Audit & Finance Committee
- Property Committee of the Board
- Management Development & Remuneration Committee
- Company Development Committee
- Management Investment Committee
- Property Management Committee
- Executive Committee

- Management Committee
- Joint Consultative Committee

In its Government Liaison function the department responds to requests for information from Government departments and politicians; including speeches and speech material for Government Ministers.

This department also represents IDA in facilities-related activities and manages the travel function.

Legal Department

The legal department provides a legal and advisory service to the Agency. The staff of the department draft, negotiate and implement grant and property agreements based on decisions made by IDA Boards and Committees. More information on IDA legislation and grant agreements is set out at Section 3, Page 15.

Internal Audit Unit

The role of the Unit is twofold -

- To assure the Comptroller and Auditor General of the adequacy of IDA Ireland's internal control systems and of IDA's compliance with these systems.
- To provide an independent, objective assurance and consulting service to help line managers add value and improve business operations by adopting a disciplined approach to improving the effectiveness of risk management, control and governance processes.

The Unit carries out internal audits within the Divisions of IDA Ireland and submits reports to the Audit & Finance Committee, Executive Committee and the Comptroller and Auditor General.

Information Management Department

The Information Management Department provides a range of management information to IDA Ireland and other Government agencies. It ensures that such information is up to date and suitably presented to meet the needs of the audience.

The Freedom of Information executive is based in the Information Management Department and co-ordinates the implementation of the FOI Acts, 1997 and 2003 and the Data Protection Acts, 1988 and 2003, in IDA Ireland. Members of the public can contact the Freedom of Information Unit directly to obtain any help they need in submitting FOI requests and for general information on FOI operating procedures within IDA Ireland. Detailed instructions on how to make an FOI request are set out in Section 1, Page 3, of this manual.

Information Technology (IT) Department

The function of the IT Unit is to support IDA Ireland's mainstream activities by providing a comprehensive information technology (IT) service to the organisation.

The IT Unit plans and develops new computer systems and provides general IT support services. It also gives technical support for IDA's links to the Internet via electronic mail and the World-Wide-Web.

Classes of Records Held

The records held in each area are as follows:

Secretariat and Government Liaison

- Committees – submissions and minutes.
- Parliamentary questions, representations and briefing material.
- Corporate services
- Administration

Legal Department

- Administration.
- Companies.
- Site sales and purchases.
- Factory and office building sales and purchases.

Internal Audit

- Administration.
- Audits:
 - Value for money.
 - Financial.
 - IT.
 - Operational.
- Terms of Reference (Institute of Internal Auditors).

Information Management Department

- Administration.
- Freedom of Information

Information Technology

- Administration.

Section 16 Compliance

Please refer to IDA's Legislation, Functions, Rules, Procedures, Practices, Section 3, Page 15.

CORPORATE SERVICES DIVISION

3. ACCOUNTS & GRANT PAYMENTS

Structure of the Division

Martin Burbridge Divisional Manager			
Billy Bury Chief Accountant			
ACCOUNTS			GRANT PAYMENTS
Mary Shiel Financial Accounts/ Budgets	Alex McCullagh Creditors/ Debtors. Grant Recovery	Derek Fahy Payroll/Software Applications Government Liaison	Michael Boushel Grant Inspections

Role and Delivery of Service

Accounts Department

The role of the Accounts Department is to provide an effective and dynamic service for the Agency and to ensure that appropriate financial controls are implemented.

The Accounting function is charged with the overall management of the financial affairs of the Agency with specific responsibility for:

- Preparation, negotiation, management and control of multi-annual budgets in respect of funding for the operations of the Agency.
- Preparation of annual financial statements for audit by the Comptroller & Auditor General.
- Ensuring that payments are made in accordance with relevant IDA policies and procedures.
- Ensuring compliance with statutory obligations in respect of accounting activities.
- Processing and control of grant payments to client companies.
- Invoicing for, and collection of, amounts due in respect of services and goods provided by the Agency to third parties.
- Processing and payment of salaries and wages in accordance with instructions from the Personnel Division.
- Cash-flow management.

The work of the Accounts Department can be summarised as follows:

- Management Team of Chief Accountant and Senior Accountants with responsibility for development of policies, procedures, financial controls and systems and liaison with the Department of Enterprise, Trade & Employment.
- Financial and Management Accounts including preparation of Financial Statements, budgetary control and maintenance of fixed asset register.

Grant Payments Department

Please refer to IDA's Legislation, Functions, Rules, Procedures, Practices in Section 3, Page 15, for a description of the role and activities of the Grant Payments and Inspectorate Unit.

Classes of Records Held

- Administration.
- Payroll, Expenses and Bank accounts.
- Accounts payable.
- Accounts receivable.
- Financial accounts and budgets.

Section 16 Compliance

Legislation and Procedures

- Legislation specifically affecting the work of this Division includes:
- The Comptroller & Auditor General (Amendment) Act, 1993
- The Payment of Wages Act, 1991
- European Communities (Late Payment in Commercial Transactions) Regulations
- The Finance Acts
- VAT Acts
- Professional Services Withholding Tax and Relevant Contracts Tax
- Tax Clearance Certificate Regulations
- Guidelines for State Bodies issued by the Department of Finance.

The Procedures under which the Accounting function operates are listed below:

- Procurement procedures in respect of the purchase of general goods and services.
- Procurement procedures in respect of Industrial Property Activities.
- Agency travel policy.
- Regulations governing travel and subsistence expenses.
- Accounting Policies approved by the Board.
- Compliance with Financial Reporting Standards as applicable to the affairs of the Agency.

Details of these policies are available on request from Accounts & Grant Payment.

8. REGIONAL AND ECOSYSTEM DIVISION

Structure of the Division

<p>Eileen Sharpe Divisional Manager Regional and Ecosystem Division (based in Athlone)</p>

Frank Conlon Manager Property	Kevin McCarthy Area Director Midlands & East	Pat Loftus Area Director Border	Brian Conroy Area Director South	Maura Saddington Area Director West, Midwest	Brendan McDonagh Manager Planning & Ecosystem	Mary Molloy Manager EU
--	---	---	--	---	---	-------------------------------------

<p>Frank Conlon Manager Property (Based in Athlone)</p>	
<p>Dublin Terry Nolan Robert Kavanagh</p>	<p>Athlone Paul Cronin Peter Townsend Noel Byrne David O'Sullivan</p>

<p>Brendan McDonagh Manager Regional & Ecosystem</p>
<p>Ray Bowe</p>

<p>Mary Molloy Manager EU</p>
<p>Conor Agnew</p>

Structure of Regional Offices – Midlands / East

	<p>Kevin McCarthy Area Director – Midlands / East</p>	
Regional Manager	Brendan O'Sullivan	
Region	East	Midlands
Counties	Dublin, Kildare, Meath, Wicklow	Roscommon, Longford, Westmeath, Laois, Offaly

Structure of Regional Offices – Border

	Pat Loftus Area Director – Border		
Regional Manager	Joe McHugh		Pat Doherty
Region	Donegal	North-West	North-East
Counties	Donegal	Sligo, Leitrim	Louth, Cavan, Monaghan

Structure of Regional Offices – South

	Brian Conroy Area Director – South	
Regional Manager	Pat McCabe	Ray O’Connor
Region	South-East	South-West
Counties	Waterford, Wexford, Carlow, South Tipperary, Kilkenny	Cork, South Kerry

Structure of Regional Offices – West

	Maura Saddington Area Director – West, MidWest	
Regional Manager	Jim Murren	Shay Power
Region	West	Mid-West
Counties	Galway, Mayo	Limerick, North Tipperary, North Kerry, Clare

See [Appendix IV](#) for a list of Regional Offices with addresses, phone and fax numbers and email addresses.

Role and Delivery of Service

1. Property

Property Department is also represented in the regions by Property Managers located in Athlone, Cork, & Dundalk offices who report to the Portfolio Managers based in our Dublin and Athlone offices.

Property Department is responsible for maintaining a portfolio of serviced land and technology and office buildings throughout the country (excluding areas covered by Shannon Development and Údarás na Gaeltachta) for the provision of property solutions for IDA and Enterprise Ireland clients. The ability to provide property solutions throughout the country helps IDA to achieve balanced regional development. IDA acquires and disposes of land to support its own, and

Enterprise Ireland's, strategic development objectives. The location and size of holdings are determined by current and anticipated future demand.

Classes of Records Held

Administration and policy.

Property and park management.

Site acquisition.

Infrastructural development.

Private developers.

Disposals programme.

Marketing.

Section 16 Compliance

Please refer to IDA's Legislation, Functions, Rules, Procedures, Practices Section 3, Page 15.

Legislation

IDA has wide powers to buy, sell and deal with property generally for the purpose of providing sites or premises for suitable industrial undertakings (S.16 of 1986 Act). It may also dispose of property for purposes other than industrial development, with the consent of the Minister (S. 3(4) of 1995 Act). Please refer also to IDA's Legislation, Functions, Rules, Procedures and Practices at Section 3, Page 15.

Guidelines – Procurement Rules and Procedures

In addition to its powers under the relevant legislation, the Property Division also follows Public Sector Guidelines (Green Book), EU Procurement Regulations, internal property procurement guidelines, RIAI guidelines and tendering rules.

Approval

The Board of IDA has delegated certain of its powers in relation to property to the Property Committee of the Board, the Property Management Committee and to members of the Property Division staff, subject to various monetary limits.

2. Regional Offices

The Regional Offices are IDA's main liaison with the public in the regions. Regional executives represent IDA within their territories, work with infrastructure providers to ensure provision of industrial infrastructure in the region, build a rapport with local representatives and community leaders, represent IDA on local bodies, develop a marketing theme specific to the region within the overall framework of IDA's regional strategy, market their region to incoming industrialists and work with existing overseas companies in the area.

- In summary, the regional executives -
- Develop and refine the selling message for the region.

Market the region to new and existing clients and to IDA colleagues in project divisions and overseas offices.

Work with infrastructure providers to ensure provision of suitable infrastructure.

Present the public image of IDA and speak publicly on behalf of the Agency.

Build local alliances with individuals and communities.

Represent IDA on local bodies e.g. City and County Development Boards.

Work with the existing overseas companies in the region along with the relevant project executives.

Participate in Task Forces as required.

- In addition there is a Regional Property Manager located in each regional office outside Dublin reporting to the Property Division.

Classes of Records Held

Administration.

Existing companies.

Pipeline companies.

Marketing.Regional tasks.

Property (Property Division).

Section 16 Compliance

Please refer to IDA's Legislation, Functions, Rules, Procedures, Practices, Section 3, Page 15

3. Planning & Ecosystem

The role of the Planning & Ecosystem Department is to provide a comprehensive planning, strategy development and policy-making service to IDA Ireland; to supply data and policy inputs to other Government agencies; to develop IDA's investment and marketing programmes; to promote the provision of the infrastructure required for inward investment and to develop the organisation's overall strategy.

The Department provides its services internally within IDA and to Government departments and other agencies and organisations. These services are not routinely available to the public.

Classes of Records Held

The classes of information held in the Department fall under the following headings:

Administration.

Environmental issues.

Existing overseas companies.

Foreign Direct Investment (FDI).

IDA Organisation.

National Development Plan.

Northern Ireland.

Organisations.

Infrastructure.

Policies.

Property.

Regions.

Research and Development.

Sectors.

Skills.

State aids.

Section 16 Compliance

Please refer to IDA's Legislation, Functions, Rules, Procedures, Practices, Section 3, Page 15.

4. EU

The role of the EU Department is to monitor and deal with any EU issues that impact on the development of IDA supported foreign direct investment. The Department networks with existing clients, Government, Business Organisations, EU Permanent Representation and the EU Commission in relation to such matters.

Classes of Records Held

The classes of information held in the Department fall under the following headings:

Administration.

Environmental issues.

Existing overseas companies.
Foreign Direct Investment (FDI).
Organisations.
Infrastructure.
Policies.
Sectors.
State aids.

Section 16 Compliance

Please refer to IDA's Legislation, Functions, Rules, Procedures, Practices, Section 3,
Page 15.

9. APPENDICES

APPENDIX I : IDA IRELAND CLIENT CHARTER

General Principles

1. IDA Ireland's mission is to win new investment projects into Ireland from overseas companies,* to stimulate and support the expansion of the existing base of overseas companies in Ireland and to achieve the most effective distribution of development across the country.
2. Our priority is to assist you in every way we can with the implementation of your investment and development projects.
3. All information which we provide to you will be accurate to the best of our ability.
4. The commitments of our board are fully documented and recorded so that delivery is assured.

(* Overseas companies in Irish natural resource based activities are the responsibility of Enterprise Ireland)

Confidentiality

1. We are highly aware of your need for confidentiality and we assure you of our intention that all sensitive information regarding your company will be treated with the utmost confidentiality having regard to our legislative requirements

Contact

1. We will assign a named executive, usually based at Headquarters, who will be your primary contact and will be responsible for the overall management and co-ordination of our activity with you.

In the event of a change in posting for your contact executive, we will inform you in writing and introduce you to the new contact executive.

2. From time to time, apart from your contact executive, other individuals and departments in IDA will make contact with you. These will include, in particular, our Area Director and other regionally-based staff who will be ready to assist you with local issues, such as infrastructure and local services.

Service

1. We are committed to providing an efficient and professional service and we will provide a timely response in all dealings with you.

2. To monitor our service to you we undertake a sample survey of our customers each year. This is a professionally designed, interview-based survey undertaken by senior executives who do not normally have contact with your company. Its results are reported directly to our Board. This reflects our commitment to continuous improvement of our customer services.
3. If you are not satisfied with any aspect of our relationship or service to you and cannot resolve it with your primary IDA contact person, we expect you to tell us either directly or through the Area Director.

How you can help

1. By delivering on the commitments as set down in the agreements between your company and IDA Ireland.
2. By being a good citizen in all aspects of your enterprise, especially in your local community.
3. By giving due consideration to maximising business expenditure in the Irish economy.
4. By supporting us in the promotion of Ireland to other overseas investors.
5. By working at achieving strong credibility and recognition for the Irish facility within your corporate structure, especially through excellence in performance, quality and profitability, with a view to securing further investment.

APPENDIX II : INDUSTRIAL DEVELOPMENT (SERVICE INDUSTRIES) ORDER, 2003

S.I. No. 458 of 2003

INDUSTRIAL DEVELOPMENT (SERVICE INDUSTRIES) ORDER, 2003

- I, MARY HARNEY, Minister for Enterprise, Trade and Employment, in exercise of the powers conferred on me by section 3(1) of the Industrial Development Act, 1986 (No. 9 of 1986), hereby order as follows:
1. This order may be cited as the Industrial Development (Service Industries) Order, 2003.
 2. This order shall come in to operation on the 24th September, 2003.
 3. The Industrial Development (Service Industries) Order, 1998 (SI No 253 of 1998) is revoked.
 4. Any undertaking engaged in the provision of a service specified in the Schedule to this Order is a service industry for the purpose of the Industrial Development Act, 1986 (No. 9 of 1986).

SCHEDULE

Software development;
Data processing and electronic commerce;
Technical and consulting services;
Commercial laboratory services;
Administrative/service centres, co-ordination and headquarters services;
Research and development services;
Media, multimedia and recording services;
Entertainment and leisure services;
Training services;
Publishing services;
International Financial services;
Healthcare services;
Construction related services;
Environmental services;
Supply Chain Management and Logistics Management services;
Commercial international standards bodies;
Technology test centres;
Prototype laboratory services;
Intellectual property services;
Group Procurement;
Shipping services

GIVEN under my Official Seal
24th September 2003

MARY HARNEY,
Minister for Enterprise, Trade and Employment.

APPENDIX III: CLIENT GUIDE TO THE SUBMISSION OF A BUSINESS PROPOSAL

1 Parent Company

Short History of Parent Company
Ownership details including principal shareholders
Brief details of any subsidiaries
Location of headquarters and other offices
Services or products offered
Markets served (both geographical and sector)
Sample list of major clients

Financial History of Parent Company
Audited financial statements for three years
(including *Balance Sheet*, *Profit & Loss* and *Cash Flow*)
Additional information that is of value includes brokers' reports,
prospectuses, 10K or 10Q forms, etc.

2 Existing Irish Operations (If any)

Extent of existing Irish operations
History of operation including audited financial statements for the past 3
years.

3 Proposed Project

Summary of Proposed Irish Project
Functions and responsibilities of the Irish operation
Services and products to be provided from Ireland
Markets served (both geographical and sector)
How does Irish project fit into corporate strategy?

Staff Projections for 3/5 Years

Employment build-up by year broken down by job category & salary level.
Description of skill level involved in project.
Percentage of staff with a 3rd level or college degree qualification for each year
of projections.

4. Financial Projections for 5 Years

Projected Profit and Loss Account

Projected Balance Sheet

Projected Cash Flow Statement to include capital expenditure, working capital
requirements, sources of funding, etc.

5. Sales and Profitability Projections – 5 Years - (€'000)

6. Phasing Of Requirements and Sources of Funds - (€'000)

7. Commercial Viability

8 Competitive Position

APPENDIX IV: REGIONAL OFFICES

Head Office

IDA Ireland
Wilton Place
Dublin 2
Ireland

Tel: + 353 1 603 4000
Fax: + 353 1 603 4040
Email address:
idaireland@ida.ie

All contacts in our Head and Regional offices may be e-mailed using the address format: *firstname.lastname@ida.ie*

North West Region

Sligo

Finisklin Business Park
Sligo
Tel: (071) 915 9710
Fax: (071) 915 9711
Contact: Regina Murphy

Letterkenny

Portland House
Port Road
Letterkenny
Co. Donegal
Tel: (074) 916 9810
Fax: (074) 916 9801
Contact: Marie McDaid

North East Region

Dundalk

Finnabair Industrial Park
Dundalk
Co. Louth
Tel: (042) 935 4410
Fax: (042) 935 4411
Contact: Briega Fieron
Rosemary McGrane

Cavan

Dublin Road
Cavan
Tel: (049) 436 8820
Fax: (049) 433 2047
Contact: Siobhan Fay

West Region

Mervue Business Estate
Galway
Tel: (091) 735 910
Fax: (091) 735 911
Contract: Anne Casserly

South-West Region

Industry House
Rossa Avenue
Bishopstown
Cork
Tel: (021) 434 3555
Fax: (021) 434 3444
Contact: Lynda O'Connell

South-East Region

Waterford Technology Park
Cork Road
Waterford
Tel: (051) 333 055
Fax: (051) 333 054
Contact: Imelda Power

East Region

Wilton Park House
Wilton Place
Dublin 2
Tel: (01) 603 4000
Fax: (01) 603 4040
Contact: Helen Brennan

Midlands Region

Garrycastle Business & Technology Park
Dublin Road
Athlone
Co. Westmeath
Tel: (090) 6471500
Fax: (090) 6471550
Contact: Mary Norton

Mid-West Region

1st Floor Chandler House
Henry Street
Limerick
Tel: (061) 468 020
Fax: (061) 468 030
Contact: Fiona Reilly

APPENDIX V : OVERSEAS OFFICES

All contact listed below, except where otherwise stated, may be e-mailed using the address format: *firstname.lastname@city.ida.ie*

Europe

Director - Europe
Brendan Rossiter (Frankfurt Office)

Germany - Frankfurt

Bockenheimer Landstrasse 39
D-60325 Frankfurt am Main
Tel: +49 69 70609910
Fax: +49 69 70609970

Contacts:

Brendan Rossiter
Clodagh Cutlar
Edward Goodwin
Stephen Hennessy
Helen Burke
Crista Reuschlein
Margrit Schulz

Netherlands - Amsterdam

World Trade Center,
Strawinskylaan 861,
1077 XX Amsterdam

Tel: +31 20 679 8666
Fax: +31 20 679 1321

Contacts:

Sean Denvir
Sheila Finucane

United Kingdom - London

Ireland House,
150 New Bond Street,
London W1S 2TX

Tel: +44 207 629 5941
Fax: +44 207 629 4270

Contacts:

Gerry Sharkey
Fiona McLaughlin
Theresa Miller

USA

Divisional Manager
Mary Buckley (New York Office)

New York

17 Floor,
345 Park Avenue,
New York,
NY 10154
Tel: +1 212 750 4300
Fax: +1 212 750 7357

Contacts:

Mary Buckley
Ian O'Hora
Samara McCarthy
Cormac McDonnell
Eoin Coffey

Atlanta

PO Box 190129,
Atlanta,
GA 31119-0129

Tel: +1 404 257 8799
Fax: +1 404 257 0529

Contact:

Ciaran Morris (CiaranMorris@bellsouth.net)

Boston

20 Park Plaza,
Suite 520,
Boston, MA 02116

Tel: +1 617 482 8225
Fax: +1 617 338 4745

Contacts:

Nancy McConnell

Chicago

75 West Wacker Drive,
Suite 4070,
Chicago,
IL 60601-1629
Tel: +1 312 236 0222
Fax: +1 312 236 3407

Contacts:

Emmanuel Dowdall
Fergus McMahon
Rose Whitehorne

California

800 W. El Camino Real
Suite 450
Mountain View
CA 94040
Tel: +1 650 967 9903
Fax: +1 650 967 9904

Contacts:

Dermot Tuohy
Brigid Walsh
Sean Comaskey

China

Suite 655, Shanghai Centre
1376 Nanjing Road West
Shanghai 200040
China
Tel: +86 21 6279 8500
Fax: +86 21 6279 8505

Contact:

Gus Jones

Asia-Pacific**Director – Asia/Pacific**

Tommy Fanning (Japan Office)

Australia - Sydney

Ireland House,
Level 30, 400 George Street,
Sydney, NSW 2000
Tel: +61 2 8233 6224
Fax: +61 2 8233 6227

Contact:

Teresa Keating (idaaus@ozemail.com.au)

Japan - Tokyo

Ireland House 2F,
2-10-7 Kojimachi,
Chiyoda-Ku, Tokyo 102-0083
Tel: +81 3 3262 7621
Fax: +81 3 3261 4239

Contacts:

Tommy Fanning
Masaki Teraoka

Korea - Seoul

Ireland House
15F Daehan Fire and Marine Insurance
Building, 15th Floor,
51-1 Namchang Dong,
Chung-Ku,
Seoul 100-778,
Tel: +82 2 755 4767/8
Fax: +82 2 757 3969

Contact:

Mee Jung Lee (mjlseoul@kornet.net)

Taiwan - Taipei

ITI Ireland,
Room 7B-09, Floor 7,
Taipei World Trade Centre,
5 Hsin Yi Road,
Section 5, Taipei
Tel: +886 22 725 1691
Fax: +886 22 725 1653

Contact:

Corina Tsai (ititpe@ms8.hinet.net)

APPENDIX VI : REQUEST FOR ACCESS TO RECORDS UNDER THE FREEDOM OF INFORMATION ACTS, 1997 AND 2003

What is Freedom of Information?

- The Freedom of Information Act came into effect on 21 April, 1998. This Act gives you the right to access records held by Government departments and certain public bodies. You do not have to give a reason as to why you want to see any records. The government department or body must give you an explanation if you are not given what you ask for. A decision on your application must normally be made within 4 weeks.

What can you ask for?

- You can ask for the following records held by Government departments or certain public bodies:
 - any records relating to you personally, whenever created
 - all other records created after 21 April, 1998
- A "record" can be a paper document, information held on computer, printouts, maps, plans, microfilm, microfiche, audio-visual material, etc.

What public bodies are covered by the Act?

- A full list of bodies covered by the Act is given at the back of this form.

Can you appeal against the decision?

- Yes. If you are not satisfied with the decision, on an FOI request you may ask the department or body for "internal review" of the decision. A more senior officer will review your application. You will be told the result of this review within 3 weeks.

If you are not satisfied with the decision on "internal review", you may ask the Information Commissioner to review the matter.

Do you have to pay?

- An application fee must accompany all requests for non-personal information. Processing fees are also applicable in respect of the efficient search and retrieval of information and in respect of the cost of reproducing records related to the request. No processing fees may be charged in respect of the search and retrieval of personal information except where the request relates to a significant number of records. A full list of charges is set out in the application form.

For further information -

- A leaflet explaining the application and appeal procedure is available from the public bodies listed in this form, from public libraries and from Citizen Information Centres. The Freedom of Information Act is available from the Government Publications Sales Office, Molesworth Street, Dublin 2. For further information, please contact the Freedom of Information Officers in any of the departments or bodies listed at the back of this form.

REQUEST FOR ACCESS TO RECORDS UNDER THE FOI ACTS, 1997 AND 2003.

You may use this form to apply under the Freedom of Information Acts, 1997 and 2003 for records held by Government Departments or bodies

Please use BLOCK letters

Details of Applicant

Surname: _____

First Name: _____

Postal Address: _____

Telephone Number(s):

Home: _____

Business: _____

Office Use Only

Date FOI Request Received _____

Identity Verified _____

Consent Confirmed _____

Personal Information.

Before you are given access to personal information relating to yourself, you may be asked to provide proof of your identity.

Form of Access

My preferred form of access is:
(please tick as appropriate)

to receive copies of the records by post

other - please specify _____

Details of Request

In accordance with Section 7 of the FOI Act, I request access to records which are:

(Please tick as appropriate) Personal* Non-personal*

(In the space provided please describe the records as fully as you can. If you are requesting

